

STATEMENT OF MANAGEMENT POLICY FOR SUPERVISORS IN CIA    FIRST DRAFT    Page 1.

Purpose

1. The magnitude, complexity, and national significance of the operations of the Central Intelligence Agency emphasize the importance of management skills for each individual in the Agency who has supervisory responsibility for the performance of others.

2. This statement of management policy is issued to insure common understanding of the common management objectives of all supervisors, and to promote united action toward a common goal: to make CIA the best managed agency in Government.

3. The management policy set forth in this statement shall apply to all personnel of the Central Intelligence Agency with the exception of those directly engaged in clandestine field operations.

Definition of the Problem

1. Management is the process of getting work done through people. In a very practical sense, management is the development of people. The key to effective management, therefore, is skill in human relations.

2. The functions of management may be considered to be: organizing, planning, directing, coordinating, and controlling.

3. In CIA, a supervisor is anyone who supervises anyone else,- from the level of Unit Chief to DCI. Supervision is the application of the theory, principles, and techniques derived from the whole field of management that apply to leader-follower relationships in getting work done,- especially to the working relations between the individual in charge of an organizational component and his immediate subordinates.

4. Each person selected for the Central Intelligence Agency is recruited primarily because of his actual or potential competence in a specialized field; however, as soon as he becomes responsible for the work of other people, he assumes management functions.

5. In CIA today there are many supervisors who have had no previous supervisory experience of any consequence.

6. In CIA, as in any other foreign affairs agency, there is a strong tendency for supervisors with substantive interests and responsibilities to neglect their management functions; such neglect leads inevitably to the disintegration of an organization.

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7. There is also a tendency in CIA to confuse dynamic personal leadership with skill as a supervisor. The quality of leadership is indispensable for effective management, but in addition to being a leader, a supervisor must be able to develop his people as an efficient team, closely integrated by each individual's sense of participation in the progress of the group. A successful supervisor gets the work done through people and in the process builds an organization to which eventually he will no longer be indispensable.

8. In an organization with the extraordinary requirements of CIA, it is only as each supervisor assumes considerable initiative and responsibility for constantly improving the management process that we can hope to achieve the intelligence objectives of the Agency.

Responsibilities

1. The Deputy Director of Central Intelligence shall be responsible for the execution of management policy throughout the Agency.

2. Each Deputy Director, (Administration), (Intelligence), (Plans), shall be responsible for insuring that active programs to improve the quality of management are developed and carried on in the Offices under his supervision.

3. Each Assistant Director, or equivalent Office Head, shall be directly responsible for the quality of supervision in his Office. Although he will normally delegate responsibilities, as appropriate, down the chain of command to division chiefs, branch chiefs, section chiefs, etc., it will be his personal responsibility to establish management practices in his Office consonant with this policy statement. He has available the service resources of the Organization and Methods Service, the Personnel Office, and the Office of Training to assist him in achieving his management objectives. It is especially important that each Assistant Director demonstrate through his own leadership the sound management principles that he wishes to be applied throughout his Office. The Assistant Directors of CIA, or equivalent Office Heads, are recognized to be the key officials in improving the quality of supervision throughout the Agency.

Practical Objectives

The practical objectives for management in CIA shall be:

1. Organization structure functional to purpose.
2. Fixed responsibility for ultimate results, but the maximum possible delegation of responsibility.

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3. The delegation of authority commensurate with responsibility.
4. Fixed responsibility for decision, and decisions that are made promptly.
5. Recognition of the interdependence of operational goals and the management techniques required to achieve them.
6. Spans of control that have been determined to be reasonable for supervisors in terms of: (a) number of people supervised, (b) distance of the supervisor from the actual operations, and (c) elapsed time required for an operation.
7. Communication down, up, and across, restricted only by the legitimate requirements of security and the simple principles of sound discipline in a civilian organization.
8. Clear understanding by each individual of his mission.
9. The participation of each individual in the Agency in a regular staff meeting appropriate to his level of responsibility.
10. The participation of each supervisor in the selection of his staff.
11. The preparation of the annual budget for his component by each supervisor, to the lowest possible echelon.
12. Clear understanding of and respect for the difference between line and staff functions.
13. Recognition that the development of people is the key to productivity.
14. The active promotion of each person's growth and development in competence relevant to his mission.
15. Supervisors who take the time to know and to consult with the members of their staffs.
16. Courage on the part of each supervisor to assess and to make clear to his superiors the realistic capabilities of his component.
17. Supervisors who assume responsibility for getting the right man in the right job and who cooperate fully in Agency-wide efforts to achieve the satisfactory occupational adjustment of each member of CIA.
18. Supervisors who maintain adequate liaison with other components of the Agency with which their staffs have working relationships.

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19. Supervisors who fully understand the significance of effective human relations in management and are constantly endeavoring to improve their own skills in working with people.
20. Coordination that is expressed in the spirit and practices of genuine teamwork.

The cooperation of every individual in the Central Intelligence Agency with supervisory responsibility is requested in carrying out this statement of management policy.

ALLEN W. DULLES  
Director

JBW  
19 Nov 53

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POINTS THAT MAY BE INCLUDED IN A STATEMENT TO A STAFF MEETING

1. The need for improving the quality of supervision in CIA has become increasingly evident as the Agency has shaken down in its organization and personnel.

2. I have requested the Director of Training to expand throughout the Agency a program of basic supervisory training, the Human Resources Program, that has been conducted during the past year with approximately five hundred supervisors, from the level of AD to Unit Chief, in eight major components of CIA.

3. Since it is desirable to demonstrate the support and understanding of this training program by members of the Agency with top management responsibilities, I am requesting all Deputy Directors, Assistant Directors, Deputy Assistant Directors, and equivalent staff, who have not participated in this 4 1/2 hour program, to enroll as soon as possible in one of the courses that are now being scheduled especially for the top management group of the Agency. The program is, of course, adapted to the operating level of each group of supervisors, but a general outline of the 4 1/2 hour program is presented for your information. Your participation in this program is desired more as a planner than as a student. It is going to require the best thinking in the Agency to bring the standards of management up to the levels required by our mission. Although training is recognized to be only one means for improving the management skills of supervisors, your suggestions, as you participate in this course, will be greatly valued. (Attached are copies of a two page outline description of the Human Resources Program.)

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4. Mr. [ ] Chief of the Management Training Division, will conduct the first top level session beginning on 1 December on the following schedule. I should like to have as many as twenty members of the DD, AD, Deputy AD, and equivalent staffs sign up for this first course. Additional courses will be scheduled and announced after the first of the new year. The program will continue from here on down throughout the Agency until every supervisor in CIA has participated in it.

First Course of the Human Resources Program for Top Management Personnel

Tuesday	1 December	2:30	Group Meeting #1
Wednesday	2 December		individual conferences with members of the group,
Thursday	3 December		scheduled at the first meeting.
Monday	7 December	2:30	Group Meeting #2
Tuesday	8 December	2:30	Group Meeting #3
Thursday	10 December	2:30	Group Meeting #4

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